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SECURITY AND JUSTICE SECTOR REFORM PROJECT

QUARTERLY REPORT (JANUARY 1 – MARCH 31, 2015)

April 20, 2015

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SECURITY AND JUSTICE SECTOR REFORM PROJECT

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(January 1 – March 31, 2015)

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April 20, 2015

DISCLAIMER

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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LIST OF ACRONYMS

AB	Balam Association
CECON	Center for Conservationist Studies of San Carlos University
CICIG	International Commission Against Impunity
CONAP	National Council for Protected Areas
CNRP	National Commission for Police Reform (<i>Comisión Nacional de la Reforma Policial</i>)
DIGESSP	General Directorate of Private Security Services (<i>Dirección General de Servicios de Seguridad Privada</i>)
DIGICRI	General Directorate of Criminal Investigation (<i>Dirección General de Investigación Criminal</i>)
DIPRONA	National Resource Protection Division
FDN	Nature's Defenders Foundation (<i>Fundacion Defensores de la Naturaleza</i>)
FEJ	Forum for Environmental Justice
FLAU	Free Legal Assistance Unit
FY	Fiscal Year
GBV	Gender-Based Violence
GOG	Government of Guatemala
IDAEH	Institute for Anthropology and History
IDPP	Public Defense Institute (<i>Instituto de la Defensa Pública Penal</i>)
IEPADES	Institute of Sustainable Development (<i>Instituto de Enseñanza para el Desarrollo Sostenible</i>)
INACIF	National Institute of Forensic Science (<i>Instituto Nacional de Ciencias Forenses de Guatemala</i>)
INEES	National Institute of Strategic Studies in Security (<i>Instituto Nacional de Estudios Estratégicos en Seguridad</i>)
INL	U.S. Bureau of International Narcotics and Law Enforcement Affairs
ISO	International Organization for Standardization
IVE	Special Inspectorate of the Superintendent of Banks
LLR	Lower Level Result

MBR	Maya Biosphere Reserve
M&E	Monitoring and Evaluation
MICS	Security and Justice Sector Inter-institutional Social Communications Working Group
MINGOB	Ministry of Governance (<i>Ministerio de Gobernación</i>)
MP	Public Ministry (<i>Ministerio Público</i>)
NGOs	Nongovernmental Organizations
OJ	Judicial Branch (<i>Organismo Judicial</i>)
PNC	National Civilian Police (<i>Policía Nacional Civil</i>)
RRF	Rapid Response Fund
SAI	Victim Assistance System (<i>Sistema de Atención Integral</i>)
SICOMP 2	Public Ministry Case Management System (<i>Sistema Informático de Control de Casos del Ministerio Público</i>)
SJSIs	Security and Justice Sector Institutions
SJSRP	Security and Justice Sector Reform Project
Sub LLR	Sub Lower Level Result
USAID	United States Agency for International Development
USG	United States Government
WCS	Wildlife Conservation Society

EXECUTIVE SUMMARY

The Security and Justice Sector Reform Project (SJSRP or Project) made significant progress in advancing its new technical components during this quarter of fiscal year (FY) 2015. In support of Sub Lower Level Result 2.2: Improved investigations and prosecution of environmental crimes, the Project supported the first National Conference on Environmental Justice and Cultural Heritage in the Maya Biosphere Reserve (MBR). The conference took place in the department of Petén in coordination with the National Council for Protected Areas (CONAP), the Institute for Anthropology and History (IDAEH) and other prominent stakeholders with vested interest in protecting the Maya Biosphere Reserve. The pioneering event was publicly deemed a resounding success with concrete action plans developed for sustainable follow-up.

The Project also moved forward implementing Sub Lower Level Result 2.3: Support the Supreme Court's Information Platform. The Project coordinated with the Judicial Branch to devise a comprehensive register of information technology equipment to be procured by the Project to support the Supreme Court's information platform, which will provide much-improved legal communication services with complete security.

The SJSRP continued improving security and justice sector institutions' (SJSIs) administrative capacities by further preparing them for International Organization for Standardization (ISO) 9001:2008 quality management certification. The SJSRP worked with the Judicial Branch (OJ), Public Ministry (MP), Public Defense Institute (IDPP) and the National Institute of Forensic Science (INACIF) to develop the documents and procedures necessary for upcoming certification. The Project also supported INACIF's toxicology, genetics, and ballistics laboratories by helping develop the various documents required to meet ISO 17025 accreditation requirements.

The Project continued advancing the design of a shared electronic scheduling system to connect the OJ's Courts Management System with the MP's updated Case Management System (SICOMP 2) and the IDPP. The system, which sends schedule notifications to judges, prosecutors, and public defenders, has continued to result in an increase in the number of hearings held, in particular those involving crimes against women, sexual exploitation, human trafficking, drug trafficking, and crimes against the environment.

Additionally, the Project installed a Gesell Chamber in the First Pluripersonal Peace Court of the municipality of Guatemala. The Gesell Chamber provides a special room that allows victims to testify in private, comfortable spaces outside of formal and potentially intimidating court rooms. This environment increases the likelihood that victims will attend scheduled hearings, and serves to reduce re-victimization of women and children, who do not have to face their alleged attacker again. As a result of the Project's installation of the Gesell Chamber in this court, and previously in the court in the Specialized Justice Center for Femicide and Other Forms of Violence against Women,

the femicide, sexual exploitation, and human trafficking courts have been able to increase the number of hearings by 93 percent.

The Project began improving the management model in the Anti-Corruption, Administrative Crime, and Internal Affairs Section of the MP. The Project provided technical assistance to train staff and strengthen the coordination process with other institutions, such as the Special Inspectorate of the Superintendence of Banks (IVE), the Attorney General's Office, and the General Accounting Office.

The Project continued to support the National Civilian Police (PNC) Human Resources Department by presenting a draft proposal outlining a strategy for the incorporation of administrative staff to permanent positions within the PNC, with the objective of reducing the number of PNC officers assigned to administrative tasks and increasing the number of agents assigned to public security tasks.

This quarter the Project continued strengthening SJSIs' communication departments and supported the official establishment of the Security and Justice Sector Inter-institutional Social Communications Working Group (MICS). A Project-supported public ceremony was held this quarter to officially appoint MICS officers.

The Project continued promoting civil society involvement in security issues through continued implementation of the Project's grant to the Institute for Sustainable Development (IEPADES). The grant is working to improve civil society's ability to exercise control and supervision of private security services in Guatemala. In addition to holding numerous trainings with neighborhood and condominium associations, IEPADES published a basic guide on working with private security services.

RESUMEN EJECUTIVO

El Proyecto Seguridad y Justicia (SJSRP o el Proyecto) ha logrado progresos significativos en el avance de los nuevos componentes del proyecto. Asimismo, en apoyo al componente Sub LLR 2.2: Mejora de las Investigaciones y la Persecución de los Delitos Ambientales, el proyecto llevó a cabo el Primer Congreso Nacional sobre Justicia Ambiental y Patrimonio Cultural en la Reserva de la Biosfera Maya (RBM). La conferencia se realizó en el Departamento de El Petén en coordinación con el Consejo Nacional de Áreas Protegidas (CONAP), el Instituto de Antropología e Historia (IDAEH) y otras contrapartes interesadas en la protección de la RBM. El evento fue considerado, a nivel público, un rotundo éxito debido a que se incluyeron y desarrollaron planes de concretos de acción para el seguimiento y sostenibilidad del mismo.

Adicional a lo anterior, el Proyecto obtuvo progresos en la implementación del componente Sub LLR 2.3: Proveer asistencia a la Corte Suprema en la implementación de la Plataforma de Información. En este sentido, el SJSRP en coordinación con el Organismo Judicial (OJ) tiene como objetivo obtener un equipo tecnológico que registre la información de manera integral; para el cual el Proyecto será el encargado de la adquisición del mismo y de brindar asistencia en la implementación de la Plataforma de Información de la Organismo Judicial, proporcionando así un servicio de comunicación legal mejorado y de total seguridad.

Durante este trimestre el SJSRP continuó mejorando las capacidades administrativas de las instituciones de Seguridad y Justicia, a través de la formación del personal en el tema de la Organización Internacional para la Estandarización (ISO) 9001:2008 gestión de calidad de la certificación de normas. Además, el SJSRP trabajó con el Organismo Judicial (OJ), el Ministerio Público (MP), el Instituto de Defensa Pública (IDPP) y el Instituto Nacional de Ciencias Forenses (INACIF) en el desarrollo de los documentos y procesos necesarios para la próxima certificación. De igual forma, el proyecto continuó con las actividades de acreditación de la norma ISO 17025 en los laboratorios de toxicología, genética y balística del INACIF, mediante el desarrollo de innumerables documentos, en previsión de la próxima acreditación.

El Proyecto continúa teniendo progresos sustantivos en el diseño de un sistema de programación electrónica compartida, para conectar el Sistema de Gestión de los Tribunales del Poder Judicial con el Sistema de Gestión de Casos (SICOMP 2) del MP y del IDPP. Como resultado de la implementación del sistema, que envía notificaciones de programación de horarios a los jueces, fiscales y defensores públicos, se ha tenido un aumento en el número de audiencias celebradas, particularmente en audiencias relacionadas con delitos en contra de la mujer, explotación sexual, trata de personas, tráfico de drogas y crímenes en contra el medio ambiente.

Además, el SJSRP ha instalado una Cámara Gesell en el Juzgado Primero Pluripersonal de Paz Penal del municipio de Guatemala. La instalación de la Cámara Gesell provee de una habitación especial,

la cual le permite a la víctima identificar de manera privada, confortable y fuera de una sala de corte formal e intimidante al supuesto agresor; aumentando de esta manera la probabilidad que las víctimas asistan a las audiencias programadas y que a su vez servirá en gran medida a reducir la re-victimización de las mujeres y los niños, considerando que la víctima no tendrá de esta manera que volver hacer frente a su supuesto agresor. Como resultado de la instalación de la Cámara Gesell en esta Corte y anteriormente en la Corte en el Centro de Justicia Especializada de Femicidio y Otras Formas de Violencia contra la Mujer, como lo son el femicidio, explotación sexual y trata de personas, se ha logrado aumentar el número de audiencias a las víctimas en un 93 por ciento lo que permite de ese modo prevenir una mayor re-victimización de las víctimas.

El Proyecto, durante este período, comenzó a mejorar el Modelo de Gestión en la lucha contra la corrupción, la delincuencia Administrativa y la Sección de Asuntos Internos del MP. El SJSRP ha proporcionado asistencia técnica en el fortalecimiento del personal y en el proceso de coordinación con otras instituciones, como lo son la Intendencia de Verificación Especial de la Superintendencia de Bancos, la Oficina del Fiscal General y la Oficina General de Contabilidad.

Asimismo, el SJSRP sigue brindando asistencia al Departamento de Recursos Humanos de la Policía Nacional Civil (PNC) mediante la presentación de un borrador de proyecto, el cual resume una estrategia para la incorporación del personal administrativo a puestos permanentes dentro de la PNC. El objetivo es reducir el número de agentes de la PNC asignados a tareas administrativas, lo cual permite aumentar el número de agentes asignados a tareas de seguridad pública.

En este trimestre, el SJSRP continuó con el fortalecimiento de los departamentos de comunicación social de las Instituciones del Sector de Seguridad y Justicia, al mismo tiempo brindó apoyo en el establecimiento oficial de la Mesa Interinstitucional de Trabajo de Comunicación Social del Sector de Seguridad y Justicia (MICS) a través de la realización de un acto de presentación pública de los oficiales del MICS.

El Proyecto continuó promoviendo el activismo de la sociedad civil en materia de seguridad a través de una continua implementación del proyecto de subvención para el Instituto de Enseñanza para el Desarrollo Sostenible (IEPADES). La subvención está aumentando las capacidades de la sociedad civil para ejercer el control y supervisión de los servicios de seguridad privada en Guatemala. Además, de contar con numerosos entrenamientos dirigidos a asociaciones de vecinos y de condominios; así como la publicación realizada por IEPADES de una guía básica sobre el trabajo con los servicios de seguridad privada.

I.0 PROGRAM PROGRESS AND HIGHLIGHTS

I.I ACTIVITY REPORTING

During this quarter, the SJSRP executed a number of activities directly related to the program goals. Please note that some activities described under this section might be referenced under several Lower Level Results (LLRs) and Sub Lower Level Results (Sub LLRs) to illustrate the interrelation of activities and institutional efforts promoted by the SJSRP.

I.I.I Lower Level Result I: Greater state capacity to manage security and justice administration

The Project held a series of meetings with the Presidential Commissioner for Police Reform. The purpose of the meetings was to formulate a technical and political strategy for adoption of the draft PNC Organic Law, which the Project created in cooperation with the PNC over the past year. The draft PNC Organic Law seeks to provide a new organizational structure to the PNC that improves the division of operational and administrative functions, and strengthens police training systems through regulating police academies and training schools. Current legislation governing the structure of the PNC is outdated and cannot sustain growth of the institution.

This quarter the Project held significant meetings with key Government of Guatemala (GOG) officials and advanced efforts to move the draft Law closer to passage. SJSRP representatives met with the Ministry of Governance (MINGOB) Minister, who continued to pledge support to ensure the draft Law will be presented to, and ultimately approved by, Congress. The Minister agreed to send a letter to all presidential candidates asking them to name two representatives from their respective campaigns to be briefed by the GOG on current security policies. The Minister plans to list the PNC Organic Law as one of the pending issues that needs to be addressed.

The Project met with members of the National Commission for Police Reform (CNRP), who are working directly with the Secretary of the Presidency to finalize certain portions of the draft Law, to discuss the strategy necessary to ensure continued progress on the draft Law's passage. The Project also ensured that the President had a chance to review the law; he indicated that it will be presented to Congress as soon as possible.

Support the implementation of the new disciplinary regime of the PNC

The Project held a series of workshops this quarter for members of the PNC Central Disciplinary Tribunal. The objective of the trainings was to improve the knowledge and skills of the Tribunal members in order for them to become more effective and efficient in executing their duties. A summary of the workshops is presented below:

PNC Workshops Held by the SJSRP

Workshop	No. of Participants	Attendees	Outcome
Legal Regulations and the Implications on the Disciplinary Sanctioning Process of the National Civilian Police	19	PNC Central Disciplinary Tribunal members	Tribunal members are better aware of the implications of their decisions and can formulate appropriate responses when questioned about their decisions.
Orality and its Application to Disciplinary Tribunals	25	PNC Central Disciplinary Tribunal members; CNRP's Internal Controls Component advisors	Participants improved their communications skills and strengthened their legal logic process.
Constitutional Guarantees	25	PNC Central Disciplinary Tribunal members; CNRP representatives; PNC legal advisors	Through the review of disciplinary case studies, participants strengthened their capacities to reach disciplinary resolutions.

Additionally, the SJSRP met with the Police Reform Commissioner to define a strategy to raise awareness about the new PNC disciplinary regulations, as well as the MINGOB Minister's approval of them. Once approved, the regulations can be disseminated throughout the PNC. The Commissioner explained that due to changes in the leadership of the PNC's General Inspectorate, it was a good time to redefine the strategy and requested



continued support from the Project to implement the new disciplinary regulations.

PNC Inspector General

This quarter, the SJSRP developed and held a workshop for inspectors of the PNC Inspector General's Office. The Project met with the newly appointed Inspector General and together reviewed and developed case studies and other material to be used in the workshop. The purpose of the workshop was to improve inspectors' decision making skills and make amendments to the Inspection Manual and Guide that is currently being used by inspectors. This Guide was previously developed by the Project for use in field investigations.

Strengthening the PNC Personnel System

The Project continued to support the PNC Human Resources Department by presenting a draft proposal outlining a strategy for the incorporation of administrative staff to permanent positions within the PNC, with the objective of reducing the number of PNC officers assigned to administrative tasks and increasing the number of agents assigned to public security tasks. Additionally, the Project presented a manual outlining how to carry out the hiring process.

Sub Lower-Level Result 1.3: Improve management and administration of SJSIs

Implementation of ISO 9001 and 17025 Standards

Quality management system implementation under ISO standard 9001:2008 has continued advancing in the SJSIs. The SJSRP worked with the targeted institutions to revise procedures in accordance with ISO standards.

In the case of the OJ, the Project continued documenting institutional procedures. This process faced some challenges this quarter due a change in OJ authorities and the reorganization of its staff. In order to accommodate these changes, the SJSRP held meetings with senior OJ management and human resources officials to clearly define what needs to be accomplished for ISO certification. The new OJ leadership assured they will continue the institution's commitment to the ISO certification process with the goal of receiving ISO 9001:2008 certifications by June 2015.

The Project continued progress with the MP on drafting documents required for ISO certification. Approval by the Attorney General for the MP's Policy for Quality Objectives and Process Management System, modeled under ISO standard 9001:2008, was published in the newspaper *Central America Journal*. Following publication the MP officially began implementing the quality system with the final objective of receiving official ISO certification.

All documents needed for the MP's ISO certification are almost complete. Once complete, the MP must officially approve the documents. Meanwhile, the first internal quality audit for the MP in the areas of staff recruitment, finance, procurement, and human resources was carried out by MP quality management staff together with technical assistance from SJSRP consultants. Quality control auditors trained by the SJSRP also participated as observers. The audit found 19 areas where the MP needed to make minor changes in order to comply with ISO standards. The audit process itself

proved to be a valuable hands-on experience for MP staff. Corrections to ensure compliance are underway and the Project anticipates the MP will be ready for its pre-audit for ISO 9001:2008 certification in June 2015.

The Project, in cooperation with the IDPP, has completed drafting all documents required for ISO 9001:2008 certification and is awaiting final approval of the documents by IDPP leadership. Additionally, the Project created criteria for measuring process performance indicators that are currently being tested for validity. Meanwhile, the first internal audit of all quality management system processes was carried out. This audit concludes the final phase of verification and improvement of the quality management system prior to obtaining ISO certification. Following this internal audit, IDPP representatives held a workshop to review audit findings and develop an action plan to correct problems. The Project anticipates the IDPP will be ready for ISO certification in May 2015.



Training for INACIF internal auditors on ISO standard 9001:2008 and ISO standard 17025: 2008.

The Project is in the process of completing all documents needed for ISO 17025:2005 accreditation for INACIF's toxicology, genetics, and ballistics laboratories. Once complete, the documents need to be approved by INACIF leadership. Additionally, the SJSRP has helped INACIF to develop an ISO 9001:2008 compliant quality control system in the areas of budget execution and procurement. Accordingly, the Project has begun the process of training 30 internal auditors on integrating ISO 9001:2008 and ISO 17025 quality management standards.

I.1.2 Lower Level Result 2: Greater state capacity to provide security and justice for citizens

Sub Lower Level Result 2.1: Improve performance, efficiency and accountability of SJSIs

National Institute of Strategic Studies in Security (INEES)

The Project assisted the INEES in the selection process of 35 national security staff members to participate in the fourth session of the National Security System Course, held by the Galileo University and sponsored by the Project. The selection process was undertaken by the Project, officials from the National Security System, as well as individuals from civil society linked to national security issues. The selection process was vital in ensuring that a relevant cross section of agencies comprising the National Security System were able to participate.

The objective of the course is to increase the knowledge and skills of staff working in agencies comprising the National Security System. As part of the course, participants will become versed in the inventory of laws that govern the National Security System. Comprehension of these laws is vital for the effective performance of staff working in agencies of the System.

National Civilian Police

The Project continued moving forward with countrywide dissemination of the PNC Police Doctrine. The Doctrine is a manual that covers such areas as police ethics, police officer duties and responsibilities, and policing fundamentals, and guides police officers in their relations with citizens and private businesses. The Doctrine essentially sets out to ensure legal, responsible, and ethical behavior of all PNC police officers. The Project held a workshop with representatives from the PNC Academy and the CNRP to develop methodology and content for a revised Police Doctrine introductory course to better introduce police officers to the Doctrine.

As a next step, the Project conducted a train-the-trainer course for the participants in the aforementioned workshop in order for them to present Police Doctrine courses to other members of the PNC Academy. The trainer's course provided methods to teach contents of the PNC doctrine. Other topics addressed included democratic security, human rights, leadership, and teamwork.

The Project continued to support the development of an ethics and police integrity training module. The Project has researched information regarding the obligations, values and qualities required from a law enforcement officer, in order to develop content to be used in the training. The Project carried out a number of interviews with key actors in the PNC Inspector General's Office and the CNRP in order to form a team to validate the module's content and design.

Judicial Branch

The Project continued to support the OJ, MP, IDPP and INACIF in advancing an electronic shared scheduling system for court hearings. The Project provided technical assistance from computer engineering experts who designed a model to allow for system expansion. This system has enhanced the OJ's ability to report the date and time of hearings to the MP and IDPP, especially for cases involving crimes against women, sexual exploitation, human trafficking, drug trafficking, and crimes against the environment. From January 1, 2015 to March 31, 2015, the OJ scheduled 3,351 hearings, of which the system generated 2,508 appearance notices that were sent to the MP and 422 notices to the IDPP. This represents a 71% increase in the notification rate compared to the previous period, when the Project inaugurated the system. Moreover, this system has reduced operating costs and increased efficiency of judicial personnel.

At the request of the Supreme Court, the Project initiated an expansion of the High Risk Courts responsible for reviewing extortion, drug trafficking, organized crime, corruption, and other similar cases. The Project provided technical assistance to the Supreme Court for the development of a strategy to increase the number of judges and support staff working in High Risk Courts in order to expedite cases and prevent delays.

Due to an increase in criminal cases during this period, and in an effort to improve the quality of hearings, the Project provided training to staff from the First Pluripersonal Peace Court of the municipality of Guatemala on how to conduct hearings and coordinate among prosecutors, judges, and public defenders.

Additionally, the SJSRP installed a Gesell Chamber in this court. The Gesell Chamber provides a special room that allows victims to testify in private, comfortable spaces outside of formal and potentially intimidating court rooms. This results in a greater likelihood that victims will show up for scheduled hearings, thus reducing the possibility of postponement or cancellation of the hearings and allowing justice to be served on behalf of victims. Furthermore, the Gesell Chamber greatly reduces the re-victimization of women and children, who otherwise would have to testify meters away from their alleged attackers. As a result of the Project's installation of the Gesell Chamber, the femicide, sexual exploitation, and human trafficking courts have been able to increase the number of hearings by 93 percent.

This quarter the Project sponsored a seminar on key legislation for attorneys, judges, magistrates, prosecutors, public defenders, and judicial support staff. The seminar focused on equal rights under the law for women victims of femicide, sexual exploitation, and human trafficking. More than 200 people participated in this seminar, which was inaugurated by the President of the Civil Chamber of the Supreme Court.

Public Ministry

The Project held workshops for prosecutors and judges who handle cases in the San Marcos, Ixchiguán, and Malacatán courts. The workshops focused on improving oral hearing techniques in order to reduce the duration of case presentations.

The Project continued providing technical assistance to the MP for the consolidation of a management model to handle cases of violence against women. The Project provided skills training to investigators and prosecutors to improve the provision of legal assistance to victims, as well as reduce delays in legal assistance for cases involving femicide, sexual violence, sexual exploitation, trafficking, and crimes against children.

The Project continued providing technical assistance to the MP in the design of a democratic criminal policy for Guatemala. The objective of the policy is to support the Guatemalan justice system by including other sectors of Guatemalan society in the prevention of criminal activity and in the rehabilitation of criminals or ex-criminals. For example, the policy will seek to incorporate joint activities and consultations with churches, indigenous communities, public schools, universities, and other community-based stakeholders to encourage leadership in their respective constituencies to become more active in reducing criminal activity, as well as assisting those who have served prison time to become productive members of society. Once complete, the policy will be distributed to SJSIs and aforementioned groups, and activities will be held to encourage the policy's implementation.

The Project began improving the management model in the MP's Anti-Corruption, Administrative Crime, and Internal Affairs Section. The Project provided technical assistance to train staff and strengthen the coordination process with other institutions, such as the IVE, the Attorney General's Office, and the General Accounting Office.

The Project provided training for judicial and prosecutorial officials in the investigation and prosecution of vehicle theft, which served to strengthen the Prosecutor's Office against Organized Crime. The training improved participants' ability to react to complaints originating in the United States regarding vehicles entering Guatemala through ports controlled by Guatemalan customs.

The Project provided training on human trafficking to prosecutors and investigators from the MP and the Presidential Secretariat against Sexual Violence, Exploitation and Trafficking in Quetzaltenango, Retalhuleu, Guatemala, Zacapa, Alta Verapaz, Huehuetenango, and Petén. The purpose of the training was to exchange experiences, acquire new knowledge and establish cooperation agreements to improve the investigation and prosecution of those responsible for human trafficking. As part of the training, prosecutors and investigators held coordination meetings to plan for such improvements.

National Institute for Forensic Science

The project supported the publication of 5,000 copies of the second edition of the 2014-2015 INACIF scientific journal. The journal publishes scientific research on current activities and methods to improve the investigation of cases. The journal devoted significant space to legal aspects that were carefully selected based on relevance and impact in the field of forensic science, such as diagnosis of psychological damage, carbon monoxide poisoning, and the importance of toxicology analysis.

Public Defense Institute

The Project provided training to the IDPP for the development of a public defenders strategy on organized crime, money laundering, crimes against woman and children, sexual exploitation, and trafficking. The training included case studies, application of successful methodologies, and discussion of modern criminal defense methods through democratic processes and respect for the accused persons' human rights.

The Project published an edition of the IDPP Public Defender Journal. Copies of the Journal, containing case studies and articles on topics relevant to public defenders, were distributed throughout the legal community. This edition of the Journal focused on experiences in the presentation of evidence, organized crime, judicial controversies, and extortion, among other topics. Sub Lower Level Result 2.2: Improved investigations and prosecution of environmental crimes

2.2.1 Strengthen local capacity to report, investigate and prosecute environmental crimes and crimes against archeological heritage sites

This quarter the Project presented its environmental crimes component to counterparts in Guatemala City and Petén. Goals and objectives of this component were discussed with judicial

operators in justice of the peace courts and prosecutor's offices in Petén, other GOG justice sector institutions, and key administrators of the Maya Biosphere Reserve.

The Project also began conducting evaluations on the operations and functions of justice sector institutions and MBR administrators involved with filing, processing, and prosecuting complaints on environmental crimes and crimes against cultural heritage. For example, the SJSRP began analyzing cases involving such crimes that were processed by CONAP and IDAEH in the past five years.

2.2.2 Improve inter-institutional coordination and partnerships among MBR administrators, local NGOs and the justice sector.

National Conference on Environmental Justice and Cultural or Archeological Heritage in the Mayan Biosphere Reserve

With extensive Project support, the first National Conference on Environmental Justice and Cultural Heritage in the Maya Biosphere Reserve took place February 26 and 27 in the department of Petén. The Project cooperated with CONAP, the Center for Conservationist Studies of San Carlos University (CECON), IDAEH, Forum for Environmental Justice, Balam Association, Nature's Defenders Foundation (FDN), Wildlife Conservation Society, Association of Forestry Communities of Petén, and MINGOB in carrying out the event. More than 250 people attended the Conference, including members from security and justice institutions, civil society organizations, academia, and MBR administrators. The Conference brought together stakeholders to identify challenges related to prosecuting crimes against environmental and archeological heritage sites in the MBR and devise joint efforts to better respond to such challenges.



National Congress on Environmental Justice and Cultural Heritage in the Maya Biosphere Reserve.

As part of the event, the SJSRP sponsored helicopter flights over the MBR for several Supreme Court justices and other SJSI representatives. The flights allowed participants to witness firsthand sites in which crimes such as illegal lumbering, the trafficking of humans, drugs, flora and fauna, and theft from archeological heritage sites occur.

CONAP's Executive Secretary publicly stated that the event surpassed all expectations and thanked USAID for its support in this venture. Guatemala's Attorney General emphasized her office's commitment to strengthening environmental and archeological management protection in the MBR,

and the President of the Supreme Court stressed the Court's commitment to doing the same. During break-out work sessions held during the Congress, participants devised action plans, which the SJSRP is currently compiling for distribution to all Conference participants. The SJSRP has held several follow-up meetings to ensure that agreements from the Conference will be upheld.

In addition to supporting the Conference, the SJSRP visited several non-governmental organizations (NGOs) in Petén to gather information on the work they are doing and how they are cooperating with MBR administrators. Through these visits the Project determined that the NGOs working most closely on issues related to the prevention and prosecution of environmental crimes and crimes against archeological heritage in the MBR are: Association of Forestry Communities of Petén, the ARCAS Wildlife Rescue Center, Balam Association, Forum for Environmental Justice, the Foundation for Eco-development and Conservation, Wildlife Conservation Society, and Bio Itza. The Project held an information session with these NGOs to familiarize them with USAID grant management regulations and processes. The SJSRP anticipates providing grants to select NGOs from this group in the next quarter.

The Project also met with other USAID-funded environment projects in the MBR, and began coordination activities with the USAID Nature, Climate and Communities Project.

2.2.3 Improve public awareness regarding the impact of environmental crimes and crimes against archeological heritage sites

The Project began to provide technical assistance to CONAP, CECON and IDAEH in the development of a communication strategy that allows them to raise awareness on criminal activities occurring in the MBR, as well as build a culture of issuing formal complaints to appropriate institutions. Additionally, the Project began developing field guides for commonly trafficked flora, fauna and archeological pieces. These guides will be used by MBR forest rangers, National Resource Protection Division (DIPRONA) staff, and justice operators.

Sub Lower Level Result 2.3: Support the Supreme Court's Information Platform

The Project coordinated with the OJ to devise a list of information technology equipment to be procured by the SJSRP to support the Supreme Court's information platform. The new equipment will serve to improve administration of justice through key services such as videoconferences, electronic notifications, electronic transmission of case records, and increased use of Gesell Chambers. The system will also help improve communication between the Supreme Court and Court of Appeals. The OJ's General Manager has formed a committee to evaluate the list of equipment to be procured and how the equipment will be effectively distributed, used, and monitored.

2.0 CROSS-CUTTING COMPONENTS / ACTIVITIES

2.1 COMMUNICATIONS AND SOCIAL OUTREACH

This quarter the Project continued strengthening SJSIs' social communication departments, as well as provided coordination assistance to the Security and Justice Sector Inter-institutional Social Communications Working Group (MICS).

2.1.1 Strengthening social communication departments and units of SJSIs

The MICS was formally established to create an opportunity for SJSIs to converge, coordinate, and implement joint communicative actions. The appointment of MICS officers was formalized in a public ceremony supported by the Project and held at the Supreme Court. The ceremony was attended by numerous GOG dignitaries from security and justice sectors institutions.

In an effort to strengthen SJSI communication activities, the Project continued providing technical assistance for the development of policy and procedure manuals for OJ institutions. Additionally, the Project published an informational booklet for each of the following SJSIs: OJ, MP, IDPP, INACIF, and PNC. Each booklet covers the background, mission, and activities of each institution in an easy-to-understand format. The Project supported the publication of 2,500 total copies of the booklets, providing each institution with 450 copies of its respective booklet. The SJSRP also supported a series of radio spots publicizing each institution's activities in order to bring about greater public knowledge and awareness of the roles and responsibilities of the institutions.

The SJSRP also provided SJSI social communication departments with modern communication equipment, including cameras and audio equipment, to be used to support the institutions' missions.

2.1.2 Second cycle of courses to update journalists on security and justice issues

This quarter the Project began the second cycle of training for journalists covering security and justice issues. The SJSRP cooperated with the Office of the UN High Commissioner for Human Rights, the Institute of National Issues, and the College of Communication Sciences at the

University of San Carlos on training activities. The overall purpose of the training is help journalists working in mass media and electronic media to build knowledge on security and justice issues so that they may provide better coverage, using diverse sources and vantage points.

Twenty-two journalists from 14 news agencies (press, radio, television and digital media) have registered to participate in this second cycle. The first session of this cycle instructed journalists on techniques for investigative reporting of organized crime. The training sessions will continue into July 2015 and will touch upon various topics. Following the final session, journalists will conduct an investigative report on one of the topics addressed in the sessions.



Participants at the second cycle of courses to update journalists on security and justice issues.

2.1.3 Monitoring media coverage of security and justice issues

Daily news reports and editorials on justice and security issues are reviewed by the Project and organized according to subject matter. This information is then entered into a monthly report that provides a quantitative and qualitative analysis of media coverage on security and justice topics. The Project uses this information to assist in implementing the aforementioned courses for journalists on security and justice issues. Class participants review and analyze the articles and make recommendations for how the articles could have been better. Additionally, all monitoring reports are provided to Project staff and USAID to keep abreast of security and justice sector issues, which serves to monitor perception of security and justice in the country and is helpful for Project implementation.

2.2 SECURITY AND JUSTICE SECTOR ACTIVITIES FUND (SUB-AWARDS)

During the reporting quarter the following grants were implemented:

Requestor	02.2014 FOG	Amount	\$ 94,644.81
Name of Project	Myrna Mack Foundation		
Monitoring Management of the Prosecutor's Office for Women, Prosecutor's Office for Crimes against Life, and Public Ministry Case Management System (SICOMP2) in the Department of Guatemala.			

Objective	Generate information that will allow the MP to identify possible weaknesses and work toward improvements, specifically with regard to procedures and investigations carried out prior to the prosecution of crimes against life and crimes against women. Monitor the update of SICOMP2.
Status	Completed, awaiting final report.
Report	<ul style="list-style-type: none"> The Foundation published a monitoring report on the management of cases in the Prosecutor's Office for Women. The Foundation published a monitoring report on the management of cases in the Prosecutor's Office for Crimes against Life. The Foundation publicly presented the results of the project to the Attorney General. At the event, the Attorney General gave instructions to her staff to implement recommendations from the report and expressed interest in continuing with the Foundation's monitoring process during her time in office.

Requestor	05.2014 Institute for Sustainable Development (IEPades)	Amount	\$99,891.81
Name of Project	Private security and neighborhood associations in Guatemala: more knowledge and control over services.		
Objective	Increase the capabilities of civil society to exercise control and supervision of private security services in Guatemala.		
Status	Implementation period from 08/06/2014 to 02/05/2015. Amendment No. 2– Extended the duration of the Project through 02/28/2015		
Report	<ul style="list-style-type: none"> Training process completed for over 422 representatives of neighborhood associations from the 7 municipalities selected for the project. IEPades published a basic guide on working with private security services for use by neighborhood and condominium associations. The guide was distributed to all training participants, municipalities associated with the project, and General Directorate of Private Security Services (DIGESSP). IEPades published an informational poster on suggested criteria for selecting private security services. The poster was distributed to governing boards of neighborhood associations participating in the project. IEPades initiated a radio campaign on the need for private security services to comply with the law. The campaign was broadcast by <i>Patrullaje Informativo</i> and <i>Radio La Mega</i>. 		

- Coordination with DIGESSP began to define responsibilities for monitoring the project.

2.3 RAPID RESPONSE FUND (RRF)

During this quarter, the following projects were approved, under implementation or completed:

Requestor	RRF 11.2014 Judicial Branch Guatemala	Amount	\$14,041.23
Name of Project	Implementation and Certification of a Quality Management System under ISO 9001:2008		
Objective	To acquire ISO 9001:2008 Quality Management System Certification for the Third Court of Appeals.		
Status	In progress		
Report	USAID approved a budget modification to include an intensive training course for auditors, as well as the donation of furniture, equipment and software to the Court.		

Requestor	RRF 12.2014 The Public Ministry Prosecutor's Offices of San Marcos	Amount	\$70,646.00 1207 Funds
Name of Project	Equipping the Prosecutor's Offices in support of the Interagency Task Force of Tecun Uman, in the Department of San Marcos.		
Objective	Contribute to necessary equipping of the Prosecutor's Offices in support of the Interagency Task Force of Tecun Uman, in the Department of San Marcos.		
Status	In progress.		
Report	Prosecutor's Offices have been equipped with furniture and equipment, apart from telephone-related equipment which will be supplied next quarter.		

Requestor	RRF 2.2015 INACIF	Amount	\$57,344.00
Name of Project	Project to strengthen the INACIF Genetics Laboratory		
Objective	Strengthen the expert work of the INACIF Genetics Laboratory by providing optimal equipment to provide precise and accurate results in laboratory testing.		
Status	In progress.		
Report	Bidding approval for equipment in process.		

Requestor	RF 3.2015 The National and Regional Office against Sexual Violence, Exploitation, and Human Trafficking	Amount	\$37,306.00
Name of Project	Strengthen knowledge on sexual violence, exploitation, and trafficking at the national and regional levels.		
Objective	Establish and increase opportunities at the national and regional levels for interactive discussions and the exchange of information on best practices against sexual violence, exploitation, and human trafficking.		
Status	In progress.		
Report	A two-day meeting was held with the participation of representatives from 23 departmental networks and civil society organizations. Experiences were shared and analyzed and plans were laid out for improving future coordination, in particular for activities to reduce exploitation of children.		

Requestor	RRF 04.2015 National Network for Integrity	Amount	\$36,513.99
Name of Project	Meeting II: Building Youth Development		
Objective	Build from results obtained by the National Network for Integrity's previous SJSRP-sponsored project to promote citizen oversight		

of/strategic impact on the 2014 nomination process, specifically on the election of the Attorney General and the Nominating Commission for the Court of Appeals, as well as define strategies for addressing themes in 2015 related to access to justice, monitoring of education, justice and health services, local government, justice sector accountability, election monitoring, and development impact.

Status	Completed
Report	<p>250 youth representatives from the Network participated in a three-day conference with workshops on:</p> <ul style="list-style-type: none"> • Monitoring the 2014 election process of public officials by the Nominating Commissions. • Monitoring done by citizen observers on the quality and accessibility of health, education, and justice services. • Political scenarios for the 2015 elections. <p>Additionally, strategies were defined for addressing themes in 2015 related to access to justice, monitoring of education, justice and health services, local government and justice sector accountability, election monitoring, and development impact.</p>

Requestor	RRF 05.2015 – 400 National Council for Protected Areas	Amount	\$47,706.26
Name of Project	National Conference on Environmental Justice and Cultural/Archeological Heritage in the Maya Biosphere Reserve		
Objective	Impart awareness to SJSI authorities of the importance of improving investigations and prosecutions of environmental crimes and crimes against archeological heritage sites.		
Status	In progress		
Report	<p>The Conference was attended by over 250 representatives from government institutions, universities, and civil society organizations.</p> <p>The Conference resulted in the identification of the following challenges facing the MBR's administrative and judicial bodies:</p> <ul style="list-style-type: none"> • The need for improved governance • Administrative and judicial bodies lack the capacity to adequately respond to organized crime 		

- Lack of adequate financing
 - Complex border situation
 - Security and sovereignty issues
 - Lack of effective coordination among stakeholders and institutions
-

Requestor	RRF 06.2015 FLAU - IDPP	Amount	\$62,406.62
Name of Project	Effective Empowerment of Women Survivors of Violence		
Objective	Strengthen the capacities and resources of survivors of violence against women served by FLAU to become more resilient to trauma and transform their lives through economic and emotional empowerment programs.		
Status	In progress		
Report	Advances will be reported next quarter		

Requestor	RRF 07.2015 Constitutional Court of the Republic of Guatemala	Amount	\$47,354
Name of Project	Meeting of Constitutional Court Magistrates from Latin America		
Objective	Provide conceptual and methodological elements that favor gender integration into constitutional interpretations, preservation of constitutional guarantees in criminal procedures, and the use of inter-sectionality in the access to constitutional justice.		
Status	In progress		
Report	The event will be held from April 14 – 16, 2015, upon which results will be reported next quarter.		

Requestor	09.2015 Secretariat of Women and Gender Analysis of the Judicial Branch (SMAG)	Amount	\$47,167.97
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Name of Project	Strengthening the Secretariat of Women and Gender Analysis for Implementation of the Institutional Policy on Gender Equality and the Promotion of Women's Rights in the Judicial Branch
Objective	At the conclusion of 2015, the OJ will have policies and institutional arrangements aimed at strengthening the mainstreaming of gender and women's human rights in the administration of justice.
Status	In progress
Report	Results will be reported next quarter

SJSRP has received the following requests, which are currently under evaluation:

Requestor	Supreme Court	Amount	\$114,634.58
Name of Project	Establish new courtrooms for the Court of Appeals.		
Objective	Contribute to the establishment of new court rooms for the Court of Appeals in the departments of Izabal, Escuintla, Santa Rosa and Guatemala.		
Status	Under USAID evaluation		
Requestor	Specialized Justice Unit of the Judicial Branch for Monitoring, Control and Evaluation	Amount	\$16,069.54
Name of Project	Specialized attention to children and adolescent victims of gender related sexual violence		
Objective	Strengthen the capacities of counseling services staff from the Comprehensive Care System, which forms part of the specialized courts against femicide and other forms of violence against women, with support from the OJ's Control Unit, the Unit of Monitoring, Evaluation Unit of Specialized Bodies, and the School of Judicial Studies.		
Status	Under evaluation		

Requestor	International Commission of Jurists	Amount	\$12,000
Name of Project	Strengthening Rule of Law in Guatemala		
Objective	Provide legal assistance and services to the International Commission of Jurists for activities related to judicial independence and the fight against impunity.		
Status	Under evaluation		

2.4 GENDER INTEGRATION

2.4.1 Free Legal Assistance Unit (FLAU) of the Public Defense Institute

The SJSRP began implementing the project titled “Effective Empowerment of Women Survivors of Violence.” The objective of the project is to strengthen the capacity of 300 survivors of violence against women served by the FLAU to become more resilient to trauma and transform their lives through economic and emotional empowerment programs. The project is being implemented in new FLAU offices located in Guatemala City, Mixco, Villa Nueva, Escuintla, Huehuetenango, Quiché, Cobán, Salamá y Quetzaltenango.

2.4.2. Judicial Branch

The Supreme Court’s Women’s Commission approved the OJ’s Institutional Policy on Gender Equity and the Promotion of Women’s Rights. The Project provided technical assistance for the creation of the OJ’s policy in cooperation with the OJ’s Secretariat for Women and Gender Analysis. The SJSRP has also been providing technical assistance to the Secretariat in implementing its role as the lead body for ensuring gender mainstreaming into the OJ’s administrative and judicial practices. For example, in cooperation with the Secretariat, the Project led workshops for the OJ’s Secretariat of Planning and Institutional Development that focused on ensuring gender equity and women’s rights will be properly included in the OJ’s five year strategic plan.

Also this quarter the Project sponsored the Conference on Justice and Gender directed toward OJ judicial operators. Two hundred people, including representatives from GOG institutions, the international community, and civil society, attended the conference. The conference covered topics such as international conventions on women’s rights, legal theory, and obligations of the state to adhere to legal and ethical frameworks aimed at eliminating gender violence and inequality.

In the interest of commemorating International Women’s Day, the SJSRP sponsored meetings with specialized justice courts handling cases of femicide and other forms of violence against women in 11 cities throughout the country. The meetings focused on how to improve women’s rights and better address victims of gender based violence (GBV). Six hundred participants, including judges, judicial operators, and members of civil society, reviewed case studies and discussed ways to

improve the lives of violence survivors and how the provision of justice to such victims can be improved.

Additionally, the Project commemorated International Women's Day with the following activities:

- In cooperation with the *Asociacion de Comunicacion La Cuerda*, the Project supported the “Dialogue among Central American Feminists on Proposals for Emancipation.” Over 35 leaders of women’s organizations from the region attended the event and discussed ways to improve relations between women and the state.
- The SJSRP, in cooperation with Costa Rica’s Gender and Justice Foundation, supported the international videoconference “Women, Equality and Intersectionality in the Administration of Justice.” Over 30 Guatemalan judges, judicial operators, and victims of violence against women gathered for the videoconference in the Specialized Justice Center for Femicide and Other Forms of Violence against Women. The conference was attended by stakeholders throughout Latin America.

2.5 SUMMARY OF TRAINING ACTIVITIES AND EVENTS

The table below summarizes SJSRP training activities that took place between January and March 2015.

SJSRP TRAINING ACTIVITIES: JANUARY – MARCH 2015

Name of training program	Target Group	Program Dates	Place	No. of Hours of Training	Women	Men	Total
Certification of PNC trainers of the police doctrine	PNC	2/10-2/12	Guatemala	30	11 (44%)	14 (56%)	25
Forming and training of auditors for integrated management systems under ISO standards 9001:2008 and 17025	INACIF administrative staff and laboratory technicians	3/4-3/12	Guatemala	40	9 (60%)	6 (40%)	15
Study tour to learn from successful international experiences in administration	DIGESSP Staff	3/9-3/13	Bogotá, Colombia	32	2 (50%)	2 (50%)	4

SJSRP TRAINING ACTIVITIES: JANUARY – MARCH 2015

Name of training program	Target Group	Program Dates	Place	No. of Hours of Training	Women	Men	Total
and supervision of private security services							
Workshop on updated criminal proceedings	Assistant prosecutors from San Marcos, Quetzaltenango, Tecún Umán.	3/10-3/13	Quetzaltenango	24	6 (26%)	17 (74%)	23

3.0 SHORT-TERM TECHNICAL ASSISTANCE EFFORTS

3.1 SHORT-TERM TECHNICAL ASSISTANCE CONSULTANCIES

The SJSRP mobilized the following consultants to assist with development of deliverables and project implementation:

COOPERATING COUNTRY NATIONAL CONSULTANTS

Consultant/Specialist	Description of Consultancy	Dates
Saúl Enrique Saravia	Digitalize and process information from the Pluripersonal Criminal Peace Court.	January 1 – 14, February 14 – March 25, 2015
Annelisse Barragan Luis Carlos González	Obtain updated information for Indicator 12 in the Pluripersonal Criminal Peace Court.	January 1 – 12, 2015 February 16 – March 27, 2015
Maya Yomalli Hernández	Obtain data on hearing agenda management system.	February 16 – March 20, 2015
Smile Eliu Carias		February 16 – March 20, 2015
José Luis Ramos		February 16 – March 20, 2015
Luis F. Cuches		January 1 – 8, 2015
Medilanier Vásquez		February 16 – March 20, 2015
Silvia Lilian Trujillo Cordobes	Implement priority actions established in the communication strategies of each of the following institutions: OJ, MP, INACIF, IDPP, and PNC.	January 1 – March 31, 2015
Jorge Osvaldo Contreras Guillen	Provide technical assistance to MP Working Groups for the discussion, analysis, and formulation of a national Criminal Policy.	January 1 – 6, 2015
Marvin Rabanales	Perform an assessment and create a manual to identify investigation processes of the Prosecutor's Office of Women and Children Victims.	January 1 – March 17, 2015
Marvin Rabanales	Create training module and workshops in Crime Theory.	March 23 – 31, 2015
Carlos Paz	Monitor the implementation of 24 Hour Criminal Courts.	January 12 – February 20, 2015
Olga Darilena Chea	Implementation of Quality Management System based on ISO standard 9001:2008.	January 5 – March 31, 2015

Oscar Quan	Implementation of Quality Management System based on ISO standard 9001:2008.	January 5 – March 31, 2015
Rafael Reyes Duran	Strengthen the PNC disciplinary regime.	January 27 – February 9, 2015
Maria Virginia Godoy	Define instruments and indicators to collect and record the First National Conference against Sexual Violence, Exploitation and Human Trafficking.	March 16 – 24, 2015
Alba del Carmen Bran	Hold internal auditor's course on ISO 9001:17025 and ISO 17025:2005 for INACIF.	February 25 – March 31, 2015
Claudia Eugenia Caballeros	Provide technical assistance to the MP working groups for the discussion, analysis, and formulation of a criminal policy for Guatemala.	February 11 - March 31, 2015
Edinzon Estuardo Lopez	Monitor the implementation of improvements in 24 Hour Criminal Courts (Mixco, Villa Nueva, Gerona, <i>Torre de Tribunales</i> , Escuintla, and Sacatepequez.)	February 12 - March 31, 2015
Erick Ariel Juarez	Provide technical assistance and help monitor the implementation of the shared electronic scheduling system.	February 12 – March 31, 2015
Roman Estuardo Cancino	Develop inventory systems based on barcodes for the MP, CONAP, DIPRONA, CECON, and IDAEH to store evidence of environmental crimes and crimes against archeological heritage sites committed within the MBR.	February 16 - March 27, 2015
Francisco Javier Castañeda	Evaluate the operation and efficiency of MBR administrators and co-administrators – CONAP, CECON, IDAEH, and FDN - and provide recommendations for improved management.	February 16 – March 31, 2015
Juan Carlos Morales Baten	Provide technical assistance to procure and implement technical equipment to update the Supreme Court's Information Platform and perform a technical assessment.	March 16 – 31, 2015
Juan Carlos Morales Davila	Provide technical assistance and help monitor the implementation of the shared electronic scheduling system.	March 2 – 31, 2015
Ligia María Del Valle	Perform an evaluation on the management of complaints and crimes that took place in the MBR within the last 5 years.	March 16 – 31, 2015
Lucrecia Alfaro	Support the development of a strategy with CONAP, CECON, and IDAEH to raise awareness on criminal activities occurring in the MBR, as well as build a culture of issuing formal complaints against environmental crimes and crimes against archeological heritage sites.	February 16 - March 31, 2015
Eugenio Magaly Arrecis	Develop a guide on identifying relevant flora and fauna species in the MBR that are most susceptible to illegal trafficking.	February 16 – March 31, 2015
Maria Marcela Girón	Improve performance, efficiency, and accountability of the MP.	January 12 – February 20, 2015
Mónica Claudia Urquiza	Draft a handbook for CONAP, CECON, DIPRONA and IDAEH on justice for the environment and archeological heritage within the MBR that includes a list of archeological pieces most likely to be illegally trafficked.	February 16 - March 31, 2015

Omar Pineda	Provide technical assistance to develop an assessment of the Office of Criminal Policy on position profiles, organizational structure, and staff recruitment processes.	January 12 - March 31, 2015
Aldo Osberto González	Improve performance, efficiency, and accountability of the MP.	January 12 – February 20, 2015
Oscar Eduardo Mora Gomez	Perform an evaluation on the management of complaints and crimes that took place in the MBR within the last 5 years.	February 16 - March 31, 2015
Pamela Gonzalez Ruiz	Provide conceptual and methodological inputs for the Constitutional Judges Conference of Latin America.	March 12 – 31, 2015
Pamela Gonzalez Ruiz	Develop an analysis of the Inter-American Court's judgment on the case of the murder of Guatemalan, María Isabel Veliz Franco.	January 12 – 16, 2015

THIRD COUNTRY NATIONAL CONSULTANTS

Consultant/Specialist	Description of Consultancy	Dates
Sonia Navarro Solano	Provide technical assistance to strengthen the Justice of the Peace Court, in light of the 2011 Criminal Procedure Code reforms.	January 11 – 16, February 22 – 27, March 8 – 13, March 22 – 27, 2015
Ana Montes Calderon	Conduct an analysis on the use of special methods, as established by the Law against Organized Crime, Decree 21-2006 and amended in 2012, as well as a brief assessment of the existence of training on these methods.	January 18 – 31, February 9 – 21, March 1 – 7, March 15 – 21, 2015
Miguel Méndez Palomo	Improve performance efficiency and accountability of the MP.	January 4 – 10, March 8 – 14, March 15 – 21, March 22 – 28, 2015
Rodrigo Jiménez	Improve performance, efficiency and accountability of the IDPP.	January 27 – 31, February 8 – 13, February 22 – 26, March 22 – 28, 2015
Julio Valle	Improve management and administration of INACIF.	January 11 – 16, January 25 – 31, February 8 – 13, March 17 – 21, 2015
Xiomara Herrera	Improve management and administration of INACIF.	January 4 – 9, February 8 – 13, March 10 – 13, March 23 – 27, 2015
Rodrigo Avila	Conduct workshops with DIGESSP staff to develop proposals for procedures that will streamline inspection and oversight processes of private security companies and the issuance of operating licenses.	January 4 – 8, March 16 – 27, 2015
Jorge Giannmattei		January 11 – 16, January 25 – 30, February 22 – 27, March 8 – 13, March 22 – 27, 2015

Cecilia Sánchez	Provide technical assistance to the MP Working Groups to discuss, analyze, and formulate a national criminal policy.	January 20 – February 14, March 22 – 28, 2015
Roxana Arroyo	Improve performance, efficiency and accountability of gender mainstreaming in the OJ.	March 2 – 7, 2015
José Isabel Gil	Provide technical assistance for the design of a course for disciplinary tribunals of the PNC.	January 11 – 16, February 8 – 13, 2015
Roman Meza	Strengthening the PNC's administrative procedures and disciplinary tribunals.	January 4 – 13, March 8 – 27, 2015
María Antonieta Josa	Provide training to prosecutorial staff on oral techniques applied to criminal proceedings.	January 4 – 10, January 25 – 31, February 8 – 14, February 22 – 27, March 8 – 14, March 23 – 28, 2015
Laura Chinchilla	Establish and support the implementation of an improved Police Career Regime.	February 2-6, February 16 – 20, 2015
Eduardo Cuadra	Design police ethics training module for the PNC virtual platform and provide technical assistance for the strengthening of the Police Education Center at PNC Academy.	February 16 – 20, March 2 – 6, March 23 – 27, 2015
Daisy Liriano	Improve gender mainstreaming in the PNC.	February 1 – 7, March 1 – 7, March 22 – 28, 2015

UNITED STATES NATIONAL CONSULTANTS

Consultant/Specialist	Description of Consultancy	Dates
Romeo Barahona	Support the implementation of the new PNC disciplinary regime.	January 11 – 16, February 8 – 13, March 15 – 20, 2015

3.2 HOME OFFICE SUPPORT

Checchi staff provided support to the SJSRP, as described below.

HOME OFFICE SUPPORT

Consultant/Specialist	Description of Consultancy	Dates
Catherine Rochon	Provide management and administrative support to the SJSRP.	January 11 – 23, March 2 – 7, 2015

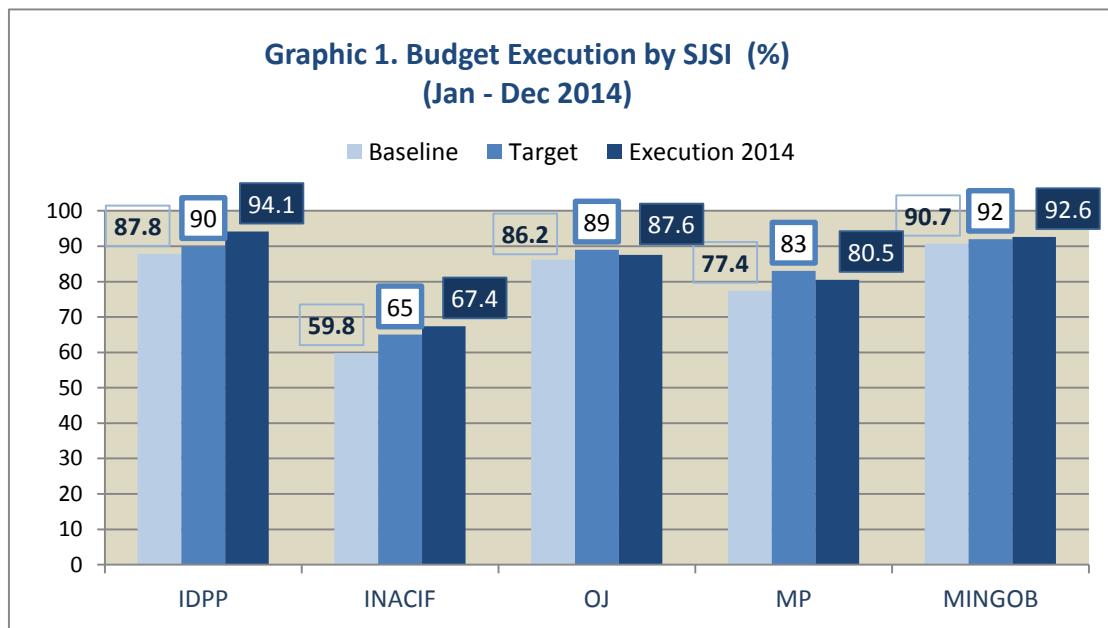
4.0 MONITORING AND EVALUATION ACTIVITIES

This section describes activities and achievements in six of the Project's fourteen indicators: Indicators 1, 2, 7, 9, 11, and 12. Indicators 2, 7, 9, 11, and 12 were chosen by USAID for quarterly reporting. Additionally, while the Project was obligated in January 2015 to report on progress made for Indicator 1, relevant information for this Indicator was not made available by SJSIs due to the convergence of the holiday season and end of the GOG fiscal year. The Project, therefore, is including information for Indicator 1 in this report. Please note that this section is not an exhaustive account of all monitoring and evaluation activities that have taken place during this reporting period.

4.1 INDICATOR I

Percent of annual budget received that is executed by targeted SJSIs

Budget execution levels for the IDPP, INACIF, and MINGOB surpassed Year 3 targets, as shown by Graphic 1 below.¹



¹ Source: SJSRP Monitoring and Evaluation (M&E), with data from the Expenditures Report of the Integrated Accountability System (SICOIN by its Spanish acronym). Use of SICOIN is required for public administration, and these reports can be downloaded from the webpage of each SJSI, in line with the Law of Access to Public Information.

It is important to note, however, that most GOG institutions did not receive the complete annual budget approved by Congress, due to a severe reduction in Guatemalan tax revenue in 2014. Several SJSIs were not able to meet planned expenses, particularly wages, which nearly paralyzed functions of those institutions and forced them to resort to “private funds,” defined as institutional revenue generated from the sale of select services, imposition of fines, and other income generating activities. Some of these funds were used for special projects for the institutions, such as service expansion and improvement of infrastructure.

4.1 INDICATOR 2

Degree of progress in the definition, approval, and implementation of improved police career regimen

The draft PNC Organic Law is under review by the members of the President’s Secretariat, which will be followed by a final review by MINGOB legal advisors. Following final approval by the MINGOB legal office, the draft Law will be forwarded to the PNC Inspector General for approval and subsequently to the Executive Secretariat. The Project has been working in cooperation with stakeholders on preparing informational presentations that may be used to educate the Congress on the proposed Law.

4.3 INDICATOR 7

Number of people reached by a USG-funded intervention providing GBV services “F”, disaggregated by service provider 7.a. FLAU/IDPP and 7.b. Specialized Femicide Courts (Diagonal 6 and Gerona)

The Project continued making significant progress toward achieving the annual targets for this Indicator. One of the activities included in this indicator is the aforementioned project titled “Effective Empowerment of Women Survivors of Violence,” which provided support to 300 women receiving services in nine FLAU offices.

PEOPLE REACHED BY USG-FUNDED INTERVENTIONS

Institution	Target FY3	QR1-FY3	QR2-FY3	Cumulative total in FY 2015	% of target achievement
7.a. FLAU /IDPP	18,716	5,120	5,157	10,277	55%
Women		4,982	4,763	9,745	
Men		138	394	532	
7.b. Specialized Femicide Courts (SAI & Gerona)	780	1,127	850	1,977	253%
Women		1,112	828	1,940	
Men		15	22	37	

7.c. Total people reached by a USG funded intervention providing GBV services	19,496	6,247	6,007	12,254	63%
Women		6,094	5,591	11,685	
Men		153	416	569	

Source: M&E SJSRP with data from the FLAU/IDPP and SAI Diagonal 6 & Gerona 24 Hours Court.

4.4 INDICATOR 9

Number of high impact cases with final verdicts

Due to the Easter holiday period, staff from the high risk courts were not able to provide data on this indicator in time for the writing of this report. The SJSRP will obtain needed data from the courts early next quarter and will provide results of this indicator to USAID as an addendum to this report.

4.5 INDICATOR 11

Number of USG-assisted courts with improved case management systems “F” (cumulative)

All four Project-supported systems aimed at reducing the length of judicial proceedings are operating. The Project has already surpassed its yearly target of 24 U.S. Government-assisted courts with improved case management systems. The following chart describes the Project's direct assistance:

CASE MANAGEMENT SYSTEMS IMPROVED

System	Expected Result	Specific SJSRP activities to improve/create the system
ELECTRONIC INTER-CONNECTION Email communication for subpoenas with the MP.	Reduce communication time and organize agendas in order to avoid suspending hearings.	The system is in operation among the OJ - MP - IDPP improving inter-institutional coordination with an emphasis on a shared hearings calendar. The Project is continuing adjustments to the system to attain full inter-connection between courts in the <i>Torre de Tribunales</i> , IDPP and MP.

HEARING AGENDA MANAGEMENT Common calendaring system among the MP, IDPP and Courts to better handle the scheduling of hearings.	Reduction of hearings suspended due to absence of the necessary parties.	The system has expanded from last quarter and is now operating in 18 courts in the Department of Guatemala, the OJ, MP, and IDPP. Project sponsored engineers have made the system more fluid and compatible.
CASE DISTRIBUTION Flexible allocation of cases among a group of judges to increase productivity. Separation of judicial and administrative functions, so that the judge is engaged exclusively in judicial functions.	Reduce processing time.	The Project held coordination meetings with officials from the First Pluripersonal Criminal Peace Court, and prosecutors and public defenders who litigate in this court, in order to resolve some coordination and communication challenges. The challenges were overcome with Project assistance, in cooperation with senior officials from the MP, OJ and IDPP.
VIDEOCONFERENCE SYSTEM INACIF expert can participate in the subpoena, hearing and reports via videoconference.	Reduce process time and optimize the time for INACIF experts, while also providing greater security for high risk cases and reducing travel costs.	The Gesell Chambers are operating effectively in the Justice Center Specialized in Femicide and the First Pluripersonal Justice of Peace Court of the Municipality of Guatemala. INACIF reported that the Chambers have resulted in substantial savings of time and money and markedly reduced re-victimization.

4.5.1 Electronic Inter-connection and Hearing Agenda Management

With the SJSRP's implementation of the Electronic Inter-connection System last quarter, the common calendaring system now connects 18 courts with jurisdiction in crimes of femicide and other forms of violence against women, and sexual exploitation. The courts include first instance pluripersonal courts, sentencing courts, 24 Hour courts, and one appeals court, all located in Guatemala City.

The following table presents statistics obtained from the OJ and shows the number of connected courts with the number of hearings communicated to the MP and IDPP through the Electronic Inter-connection and Hearing Agenda Management Systems (common calendaring system) this quarter.

ELECTRONIC INTER-CONNECTION AND HEARING AGENDA MANAGEMENT SYSTEMS, JANUARY - MARCH 2015

# of Inter-connected Courts	# of hearings notified to the MP	# of hearings notified to the IDPP	% of hearings notified
18	2,508	384	100%

It is anticipated that next quarter the number of assisted courts will be reduced to 12, as the database that notifies the MP and IDPP has experienced problems receiving documents. IT specialists are working to fix the problem and get the system back to normal operation by next quarter.

4.5.2 Case Distribution System

This quarter the Project monitored hearings held by the First Pluripersonal Justice of Peace Court in Guatemala City over the course of 20 days in five court rooms for a total of 951 hearings. Of the 951 hearings monitored, 59% were held, which is a very slight decrease (1%) from the previous quarter and may be attributed to time it takes to re-program cases from when they are first postponed. The primary reason for suspended hearings continues to be the absence of relevant parties. Of the 41% of suspended hearings, 45% were due to the absence of the defendant and 24% due to the absence of the plaintiff.

4.5.3 Videoconferencing System

INACIF continued to increase the provision of expert testimony via videoconferences. Expert testimony through videoconferences took place in 28 courts located in 22 departments. Twenty-five percent of testimonies were related to cases in Petén, Chiquimula, and the Mixco Municipality of the Department of Guatemala. Use of the videoconference equipment increased by more than 100% compared to last quarter, as demonstrated in the table below.

USE OF VIDEOCONFERENCE EQUIPMENT DONATED BY SJSRP FOR EXPERT PRESENTATIONS

Indicator	QR1-FY3 (Oct-Dec 2014)	QR2-FY3 (Jan-Mar 2015)	Percent Change
Video conferences held	88	191	117%
Presentation of experts	139	302	117%
Daily average of experts providing reports	2	5	150%

Source: M&E/SJSRP, with official INACIF report.

4.6 INDICATOR 12

Clearance rate (ratio of cases disposed to cases filed) of targeted Pluripersonal Courts

Statistics gathered this quarter on 1,516 cases brought before the First Pluripersonal Justice of Peace Court in Guatemala City over a three-month period demonstrate that 70% of the cases were disposed, which is the same impressive rate as in the previous quarter. The majority of the disposed cases were either resolved through cases being permanently archived (*archivo fiscal*) (38%) or plea bargained (14%). These results indicate an ongoing positive trend in the increase of resolved cases, and demonstrate strong momentum toward the SJSRP's target of 60% for Year 3.

5.0 SPECIAL REPORTING

5.1 KEY ISSUES REPORTING

5.1.1 Implementation of Key Laws

As discussed earlier in the report, the SJSRP continues to support key laws and proposed legislation. For example, the Project continues to provide support to the CNRP, MINGOB, and PNC to ensure the draft PNC Organic Law remains a priority initiative for the GOG. Additionally, the SJSRP sponsored a seminar on key legislation for attorneys, judges, magistrates, prosecutors, public defenders, and judicial support staff. The seminar focused on equal rights under the law for women victims of femicide, sexual exploitation, and human trafficking.

General Directorate of Private Security Services (DIGESSP)

This quarter the Project provided training to DIGESSP staff. The Project organized a workshop wherein the Director of DIGESSP and the Academic Director of INEES agreed to initiate a performance management and leadership training program for DIGESSP. Due to the Project's ongoing support to INEES, DIGESSP was able to capitalize on this relationship and receive specialized training for DIGESSP management.

Also this quarter, the Project helped DIGESSP develop its annual work plan. To this end, the SJSRP held a series of meetings with the DIGESSP Director and her staff to review annual events. The major themes discussed were issuance of operating licenses, monitoring processes for issued licenses, and oversight of private security services.

The Project also supported DIGESSP in the revision and adjustment of inspection and oversight protocols for private security services. SJSRP advisors were able to create provisions for a more streamlined, secure, and efficient process that complies with established laws and regulations.

The Project sponsored a study tour to Bogota for DIGESSP members to meet with officials from Colombia's Administration of Private Security. The visit provided DIGESSP officials with useful concepts that may be applied to processes used in Guatemala for the certification of private security services, as well as for training of security personnel and oversight of private security services. The study tour initiated a cooperative relationship between the institutions of both countries on private security matters.

General Directorate of Criminal Investigation (DIGICRI)

The Project met with newly appointed DIGICRI executives to brief them on the support the SJSRP has provided DIGICRI to date. During this session, the Project provided guidance on organizational structure, academic formation, and selection criteria for DIGICRI employee

candidates. This information will be used to finalize the recruitment and selection process for potential criminal investigators. DIGICRI representatives also continued to provide input for the development of the SJSRP-sponsored National Criminal Policy Working Group.

Interagency Anti-Extortion Activities

The Project hosted a coordination meeting of representatives from the U.S. Bureau for International Narcotics and Law Enforcement Affairs (INL), Drug Enforcement Administration, and Federal Bureau of Investigation to jointly review the MP's anti-extortion strategy. It was agreed that suggestions and comments to the strategy would be provided to the MP. This meeting also initiated the process for defining the support each agency can provide in implementing the anti-extortion strategy without duplication of efforts.



Discussion on Forensic Audits with SJSRP Chief of Party Alvaro Ferrandino, INL Trainer Mauricio Martinez, INL Director Virginia Staab, and INL representative.

The Project held a coordination meeting with members of the Special Assistant to the International Commission against Impunity (CICIG) Commissioner. The purpose of the meeting was to unify efforts in the development of a national plan against extortion. This meeting was held as follow-up on the MP's plan to combat extortion.

Annex A

TRAINING CHART

Informe Certificación de facilitador especializado de doctrina policial dirigido a docentes del sistema educativo policial

Capacitación funcionarios públicos ²					
Name of training program (Nombre del programa de capacitación)	Certificación de facilitador especializado de doctrina policial dirigido a docentes del sistema educativo policial				
Field of Study (áreas / temas)	Doctrina Policial				
DO	Greater state capacity to provide security and justice for citizens				
IR 1	Improved effectiveness and efficiency of security and justice sector institutions (SJSIs)				
Sub LLR	Improve performance, efficiency and accountability of SJSIs.				
Desarrollado por	1. Lic. Mario Antonio Ardón Aguilar 2. Lic. Luis Arturo Say Xia 3. Lic. Pablo Wilmer Hernández 4. Lic. Juan Carlos Rodas Palacios 5. Lic. Danny Estuardo Estrada Fajardo 6. Lic. Aldo Isaac Nistales Camey 7. Lic. Edwin Natanael Chipix Notz 8. Lic. William Manuel Monterroso Velásquez				
Implementado por	SJSRP – Área de Seguridad				
Directed to (Grupo Objetivo)	Policía Nacional Civil				
Fecha de Inicio	10/02/2015	Fecha de terminación	12/02/2015	No. de hrs efectivas de capacitación	30 horas
Número de personas capacitadas	Mujeres 11 (44%)		Hombres 14 (56%)	Total 25 (100%)	
Lugar	Guatemala				
Costo estimado capacitación	US \$ 4,020.80		Costo estimado por persona	US\$ 160.83	

Objetivo y alcance de la actividad

² Funcionario Público se define como: Toda persona que ocupe un cargo legislativo, ejecutivo, administrativo o judicial de un Estado parte, ya sea designado o elegido, permanente o temporal, remunerado u honorario, sea cual sea la antigüedad de esa persona en el cargo; ii) toda persona que desempeñe una función pública, incluso para un organismo público o para un empresa pública, o que preste un servicio público, según lo defina el Derecho interno de cada Estado parte, iii) toda persona definida como “funcionario público” en el derecho interno de un Estado parte, “Oficial Gubernamental” o “Servidor Público”, cualquier funcionario o empleado del Estado o de sus entidades, incluidos los que han sido seleccionados, designados o electos para desempeñar actividades o funciones en nombre del Estado, en todos sus niveles jerárquicos”.

Favorecer el fortalecimiento de la mejora en la atención policial a las personas que se encuentran en la República de Guatemala mediante la incorporación de la Doctrina Policial en su servicio diario a fin que cuenten con los conocimientos y habilidades para el adecuado tratamiento apegado a principios y valores éticos policiales, así como para la generación de imagen positiva hacia la Policía Nacional Civil.

Resultados obtenidos

Fortalecida la profesionalización de la PNC, que se traduce en una oportuna atención a la ciudadanía, personas ejemplar y con mística de trabajo con apego al marco normativo y Derechos Humanos.

Se brindó los insumos para conocer la Doctrina Policial, interpretarla, definir sus características, funcionamiento e importancia, así como promover el interés para su aplicación y apropiación.

Se concientizó respecto a la importancia del manejo del contenido de la doctrina institucional.

Las personas participantes luego de haber recibido el curso cuentan con conocimientos sobre técnicas básicas de andragogía y aplican las mismas en las exposiciones realizadas durante el desarrollo del curso.

Existe una alta disposición por parte del grupo participante en el curso para colaborar como formador de formadores de la Doctrina de la Policía Nacional Civil.

Memoria analítica

La duración total del curso fue de 4 días en donde se impartió herramientas sobre técnicas de enseñanzas para adultos y Doctrina de la Policía Nacional Civil, que los habilitará para poder formar a otros miembros de la PNC y poder alcanzar a los 29,000 miembros de la PNC. Se formaron a 20 formadores.

Lecciones aprendidas (conclusiones y recomendaciones)

Conclusiones

1. Las personas participantes luego de haber recibido el curso cuentan con conocimientos sobre técnicas básicas de andragogía y aplican las mismas en las exposiciones realizadas durante el desarrollo del curso.
2. Existe una alta disposición por parte del grupo participante en el curso para colaborar como formador de formadores de la Doctrina de la Policía Nacional Civil.
3. Las personas participantes cuentan con mayor conocimiento sobre la Doctrina de la Policía Nacional Civil e interpretan que es una Doctrina Policial, en que consiste y cuál es su importancia para una efectiva y eficiente práctica policial.

4. Las personas participantes del curso: Identifican el concepto de Doctrina Policial, Interpretan los alcances de una Doctrina Policial, Identifican las diferentes características, componentes y función de la Doctrina Policial, Comprenden la importancia de la aplicación y apropiación de la Doctrina Policial en su trabajo diario adecuada a las amenazas criminales y a las necesidades de mantener el orden público, Analizan la importancia de la ética policial en el desarrollo de sus funciones. Reconocen en la actividad policial los principios policiales. Identifican que actuar contrario a la Doctrina Policial impacta negativamente en el ciudadano, persona policial e imagen institucional.
5. La Comisión Nacional de Reforma Policial, apoya el fortalecimiento de la Policía Nacional Civil, entre otras acciones, por medio de la difusión de la Doctrina Policial.
6. Existe un compromiso por parte de la Dirección General de la Policía Nacional y la Comisión Nacional de Reforma Policial al haber aprobado el plan de Difusión de la Doctrina de la Policía Nacional Civil.
7. Existe una participación activa por parte de la Sub Dirección General de Estudios y Doctrina para la Difusión de la Doctrina a Nivel Nacional.

Recomendaciones

1. Es recomendable poder reforzar las técnicas para hablar en público para que las personas participantes del curso puedan aplicarlas en sus intervenciones.
2. Es necesario realizar talleres de actualización para formador de formadores en materia de doctrina institucional y otras materias complementarias.
3. Se recomienda realizar una gira de observación para conocer buenas prácticas internacionales en materia de doctrina policial. Ética y DDHH en la Policía.

Informe Capacitación Sistemas de Calidad Según ISO 17025:2005 Requisitos Generales para la Competencia en los Laboratorios de Ensayo

Capacitación funcionarios públicos³

Name of training program (Nombre del programa de capacitación)	Sistema De Calidad Según Iso 17025:2005 Requisitos Generales para la competencia en los laboratorios de Ensayo				
Field of Study (áreas / temas)	Interpretación y aplicación de la Norma ISO 17025:2005				
DO	Greater Security and Justice for Citizens				
IR 1	Improved effectiveness and efficiency of SJSIs				
LLR	Greater state capacity to manage security and justice administration				
Sub LLR	Improve management and administration of SJSIs				
Desarrollado por	Alba Bran de Avilés				
Implementado por	SJSRP – Justicia				
Directed to (Grupo Objetivo)	Personal de Laboratorios de INACIF. Personal Encargado de Calidad y Personal auditor				
Fecha de Inicio	4 marzo	Fecha de terminación	12 marzo 2015	No. de hrs efectivas de capacitación	40 horas
Número de personas capacitadas	Mujeres		Hombres	Total	
	9 (60%)		6 (40%)	15 (100%)	
Lugar	Guatemala ciudad				
Costo estimado capacitación	\$ 3,139.16		Costo estimado por persona	\$ 209.80	

Objetivo y alcance de la actividad

³ Funcionario Público se define como: Toda persona que ocupe un cargo legislativo, ejecutivo, administrativo o judicial de un Estado parte, ya sea designado o elegido, permanente o temporal, remunerado u honorario, sea cual sea la antigüedad de esa persona en el cargo; ii) toda persona que desempeñe una función pública, incluso para un organismo público o para un empresa pública, o que preste un servicio público, según lo defina el Derecho interno de cada Estado parte, iii) toda persona definida como “funcionario público” en el derecho interno de un Estado parte, “Oficial Gubernamental” o “Servidor Público”, cualquier funcionario o empleado del Estado o de sus entidades, incluidos los que han sido seleccionados, designados o electos para desempeñar actividades o funciones en nombre del Estado, en todos sus niveles jerárquicos”.

Formar auditores internos integrados de calidad bajo las normas ISO 9001:2008 e ISO 17025:2005 para el Instituto Nacional de Ciencias Forenses de Guatemala.

Resultados obtenidos

14 Auditores internos formados en la norma ISO 9001:2008 e ISO 17025:2005 que sigan los lineamiento de la norma de auditorías ISO 19011:2011 con capacidad para realizar auditorías de forma integrada.

Al hacer la evaluación de las evaluaciones inicial y final que pretendían dar una idea del conocimiento general del tema impartido y compararlo con el examen de acreditación (final) se puede constatar que el personal involucrado en la formación sabe interpretar y aplicar el contenido de la norma ISO 17025:2005.

Memoria analítica

La capacitación se llevó a cabo con la ayuda de presentaciones en power point (adjuntas) con el objetivo de que el participante se familiarice con el contenido de ambas normas ISO 17025:2005 e ISO 19011:2011.

Se llevaron a cabo 6 casos de estudio relacionados con los diferentes requisitos de la norma ISO 17025:2005 cuyo objetivo fue que el participante aplicara los conocimientos adquiridos, a través de la búsqueda del requisito que se está incumpliendo en los casos planteados, generar debate ante las diversas interpretaciones que se pueden dar al aplicar la norma y finalmente llegar a un consenso evaluando las diferentes opiniones con el objetivo final de que el participante entienda el porqué del incumplimiento planteado.

Se llevaron a cabo 3 talleres:

Taller No. 1 que el participante se familiarice con la terminología propia de la norma ISO 19011:2011 “Directrices para la auditoria de sistemas de gestión”

Taller No. 2: Que el participante aplique los principios definidos en el capítulo 5 de la norma ISO 19011:2011 de tal manera que pueda elaborar un programa de auditoria definiendo los objetivos y las funciones de los auditores y todo lo requerido en este punto de la norma. A través de la exposición de las diferentes propuestas, la generación de debate llegar a un consenso sobre la aplicación de este programa en sus actividades como auditores.

Taller No. 3: Que el participante aplique los principios definidos en el punto 6 de la Norma ISO 19011, que genere todos los documentos de apoyo que se consideren necesarios para llevar a cabo una auditoria del sistema de gestión en base al método analítico proporcionado para cada grupo de tal forma que se apliquen los conocimientos aprendidos no solo en cuanto a los principios de auditoria sino que aplique también los requisitos de la norma ISO 17025.

Se realizó un ejercicio de interpretación de hallazgos de auditoría con el objetivo de que el participante se familiarice con la forma correcta para la redacción de los hallazgos en las auditorías y la manera de colocar las evidencias objetivas cuidando que esta información permita al auditado la implementación de las acciones correctivas necesarias.

Lecciones aprendidas (conclusiones y recomendaciones)

El grupo adquirió las habilidades de interpretación de los requisitos de la norma ISO 17025:2005; sabe aplicar estos requisitos y tiene los conocimientos para llevar a cabo una auditoría interna del sistema de gestión implementado en INACIF, sin embargo necesita desarrollar ejercicios internos que le permita ir fortaleciendo las destrezas adquiridas.

Se recomienda que el personal formado tenga acceso a la documentación del sistema de gestión que ya se tiene para que termine de comprender la aplicación de esta norma y los principios de auditoría.

La actitud de las personas capacitadas fue buena, están abiertos a nuevos conceptos y a la aplicación de los mismos.

Informe Gira de Observación para aprender de las experiencias internacionales exitosas en Administración y supervisión de Seguridad Privada

Capacitación funcionarios públicos⁴

Name of training program (Nombre del programa de capacitación)	Gira de Observación para aprender de las experiencias internacionales exitosas en Administración y supervisión de Seguridad Privada.				
Field of Study (áreas / temas)	Processes and methodologies used for the authorization of private security services, supervision and oversight of private security services, systems used for training and certification of providers of private security services and an overview of technology and software development.				
DO	Greater state capacity to provide security and justice for citizens				
IR 1	Improved effectiveness and efficiency of security and justice sector institutions (SJSIs)				
Sub LLR	Improve performance, efficiency and accountability of SJSIs.				
Desarrollado por	Superintendencia de Vigilancia y Seguridad Privada				
Implementado por	SJSRP – Área de Seguridad				
Directed to (Grupo Objetivo)	Personal de la Dirección de Servicios de Seguridad Privada DIGESSP				
Fecha de Inicio	09/03/2015	Fecha de terminación	13/03/2015	No. de hrs efectivas de capacitación	32 horas
Número de personas capacitadas	Mujeres		Hombres	Total	
	2 (50%)		2 (50%)	4 (100%)	
Lugar	Bogotá Colombia				
Costo estimado capacitación	US \$ 9,004.85		Costo estimado por persona	US\$ 2,251.21	

Objetivo y alcance de la actividad

Observar buenas prácticas que puedan ser aplicables a los procesos de autorización de Empresas de Seguridad Privada, Supervisión y Fiscalización de Empresas de Seguridad Privada, sistemas utilizados

⁴ Funcionario Público se define como: Toda persona que ocupe un cargo legislativo, ejecutivo, administrativo o judicial de un Estado parte, ya sea designado o elegido, permanente o temporal, remunerado u honorario, sea cual sea la antigüedad de esa persona en el cargo; ii) toda persona que desempeñe una función pública, incluso para un organismo público o para un empresa pública, o que preste un servicio público, según lo defina el Derecho interno de cada Estado parte, iii) toda persona definida como “funcionario público” en el derecho interno de un Estado parte, “Oficial Gubernamental” o “Servidor Público”, cualquier funcionario o empleado del Estado o de sus entidades, incluidos los que han sido seleccionados, designados o electos para desempeñar actividades o funciones en nombre del Estado, en todos sus niveles jerárquicos”.

para la Capacitación y Certificación de prestadores de servicios de seguridad privada y aspectos generales sobre desarrollo tecnológico e informático.

Resultados obtenidos

Sistematización de las explicaciones de los procesos elaborados en Colombia, de toma de quejas sobre servicios, ejecución de supervisiones y la aplicación de sanciones.

Proponer a la DIGESSP un plan, para la implementación de prácticas que apunten al intercambio armónico de información de la periodicidad institucional con los todos los medios de comunicación como medio de llegar a los consumidores de los productos regulados.

Memoria analítica

Fecha: 09-03-2015

Lugar: Superintendencia de Vigilancia de Colombia

Actividades: Presentación de los modelos utilizados en Colombia y Guatemala para la acreditación y fiscalización de prestadores de servicios privados de seguridad.

La actividad consistió en la presentación de los integrantes de la DIGESSP al superintendente de seguridad privada Carlos Manuel Peña Iragorry y su equipo de trabajo. En ese momento se definieron las líneas de cooperación sobre las cuales se trabajaría durante el resto de la semana.

Posterior a las formalidades de la presentación de los equipos, se hizo una exposición general de la forma mediante la cual la DIGESSP y Supe vigilancia de Seguridad Privada efectúan su trabajo. Se hizo una exposición de normativas que las regulan y del marco legal regulatorio de la seguridad privada a en ambos países.

Esta reunión trajo consigo la definición de la agenda de trabajo para la semana siguiente. Entre los temas más importantes a tratar se determinó trabajar con prioridad los siguientes: 1. Relaciones públicas; 2. Controles y supervisión de servicios privados de seguridad; 3. Emisión de licencias de operación y acreditación de agentes; 4. Capacitación de personal de seguridad privada; 5. Gestión documental; 6. Administración presupuestaria institucional; 7. Trabajo de coordinación para la supervisión de servicios privados de seguridad privada con la Policía Nacional de Colombia, y 8. Sistemas informáticos de control de acreditaciones.

Fecha: 10-03-2015

Lugar: Superintendencia Vigilancia de Colombia

Actividades: Reuniones de presentación sobre temas de relaciones públicas, capacitación y acreditación de agentes de seguridad privada.

La serie de exposiciones inició una disertación sobre los mecanismos utilizados para la difusión pública de la información relativa a las funciones de la Superintendencia. Parte de las experiencias

aprehendidas consistieron en poder implementar prácticas que apunten al intercambio armónico de información de la periodicidad institucional con los todos los medios de comunicación como medio de llegar a los consumidores de los productos regulados.

Por otro lado, se conoció a detalle la estrategia que la Superintendencia ha venido implementando para la capacitación, evaluación y acreditación de personal de las empresas que se dedican a prestar servicios de seguridad en el ámbito privado. Para el efecto, la delegación de la DIGESSP obtuvo información sobre los planes y programas de estudios, detalles sobre las evaluaciones psicofísicas y la metodología que se ha utilizado para ceder esta responsabilidad servicios privados de salud y educación con la posibilidad de ser supervisadas por el Estado.

La última sesión del día, consistió en establecer una serie de criterios mínimos que los empresarios deben de cumplir para optar a operar. El personal del área de operaciones de la Superintendencia proporcionó a la delegación de la DIGESSP un listado de temas como uniformes, distintivos y condiciones físicas de instalaciones, que deben ser cumplidos para la autorización de permisos de operación de servicios. Todo esto fue objeto de sistematización y sujeto a varios ejercicios de adaptabilidad a la legislación guatemalteca.

Fecha: 11-03-2015

Lugar: Superintendencia Vigilancia de Colombia

Actividades: Reunión para la sistematización de procesos de supervisión de empresas privadas de seguridad.

En esta reunión la delegación de la DIGESSP fue atendida por los encargados del departamento de controles de la Superintendencia y la intendencia de seguridad privada de la Policía Nacional de Colombia que trabajan coordinadamente para ejercicio de la supervisión de los servicios.

De forma minuciosa se sistematizaron las explicaciones de los procesos de toma de quejas sobre servicios, ejecución de supervisiones y la aplicación de sanciones. Los delegados de la Intendencia policial también explicaron el sistema de colaboración con la intendencia en el área de supervisiones a nivel de toda Colombia.

La exposición del departamento se vio complementada con el seguimiento de varios expedientes en trámite y con la explicación de cada uno de los formatos utilizados para la agilización de los trámites e imposición de sanciones por incumplimientos. Todos los formatos y documentos de soporte fueron explicados y comparados con la legislación guatemalteca para establecer puntos de viabilidad. Por tratarse de documentos confidenciales, los mismos fueron entregados bajo estricta reserva de confidencialidad a una de los funcionarios de la DIGESSP que integraba la comisión. Estos instrumentos serán evaluados por el personal de la DIGESSP para ir creando un proceso de verificación adecuado y ágil.

Fecha: 12-03-2015

Lugar: Oficinas del Proyecto AJA de USAID Colombia

Actividades: Reunión con empresarios de la Empresa de Seguridad GUARDWORLD de Colombia.

Se trató de una reunión para determinar puntos precisos de fortalezas y debilidades del ejercicio de supervisión del Estado al negocio de la seguridad privada desde el punto de vista del empresario.

También se hizo un cotejo de información sobre lo indicado por el departamento de control de la Superintendencia, acerca de los procesos de supervisión. Se logró observar que existe un control estricto sobre el negocio desde el punto de vista de los empresarios.

Lecciones aprendidas (conclusiones y recomendaciones)

Conclusiones

Temática de Comunicación

Lo observado en la Superintendencia de Vigilancia Privada de Colombia refuerza las actividades de relación con los medios de comunicación que el Departamento de Comunicación Social de la DIGESSP ha venido haciendo durante los últimos meses. Adicionalmente se cuenta con un listado de acciones propuestas para la priorización de acciones de información pública.

Controles de servicios de seguridad privada:

Principalmente se ha logrado establecer que la Superintendencia gracias a una buena distribución de competencias ha logrado realizar el trabajo de control y supervisión de servicios de seguridad priva con menos personal que la DIGESSP con menos personal y con necesidades de cobertura territorial más extensa.

La efectividad de superintendencia deriva de un trabajo conjunto con la Policía Nacional de Colombia, quienes se han convertido en su brazo operativo a nivel nacional y que les permite la supervisión de todo el país. Por su parte el grado de experiencia y especialidad en el tema de los operadores colombianos constituye un elemento básico para el ejercicio efectivo de la función rectora del negocio.

Percepción de los controles de la superintendencia por parte de los empresarios:

La realidad de los empresarios de seguridad privada colombianos no escapa a la nacional. La visita de observación permitió estimar una serie de aspectos que deben ser tomados en cuenta para el ejercicio del control efectivo del negocio pese a la resistencia al control que los empresarios puedan hacer. Es notorio el grado de legitimación y autoridad que la superintendencia tiene respecto a la sociedad.

Recomendaciones:

Revisar el material consistente en formatos, organigramas, jurisprudencia, documentos publicitarios y módulos de formación para estudiar su aplicabilidad a la realidad nacional.

Procurar la realización de convenio de cooperación entre la Súper vigilancia de Servicios Privados de Seguridad de Colombia y la Dirección General de Servicios de Seguridad Privada de Guatemala, con el objeto de que basados en la experiencia de los profesionales colombianos sean revisados los procesos nacionales así como los actos administrativos.

Se debe tomar con alta prioridad, el trabajo conjunto de la DIGESSP con la PNC para mantener el control de los servicios como se hace en Colombia. La intención de esta recomendación es agilizar y efectivizar los procesos de supervisión a nivel nacional.

Debe estimarse como conveniente hacer una distribución de competencias dentro del Departamento de Supervisión y Fiscalización de la DIGESSP, a manera de que sean atendidas por separado las quejas, las supervisiones y la aplicación de sanciones.

Es importante desarrollar un instrumento técnico que contenga criterios básicos para la planificación de supervisiones de carácter ordinario.

Iniciar el desarrollo de una estrategia que permita descentralizar de la DIGESSP la obligación directa de las evaluaciones psicológicas de los agentes de seguridad privada que desean acreditarse como tales.

Informe “Taller de Actualización en Litigio Penal”

Capacitación funcionarios públicos⁵

Name of training program (Nombre del programa de capacitación)	Taller de actualización en litigio penal.				
Field of Study (áreas / temas)	Fortalecimiento en técnicas para preparación del caso y su presentación, examen directo, contra examen, objeciones y argumento final.				
DO	Greater Security and Justice for Citizens				
IR 1	Improved effectiveness and efficiency of SJSIs				
LLR	Greater state capacity to manage security and justice administration				
Sub LLR	Improve management and administration of SJSIs				
Desarrollado por	Licda. María Antonieta Josa de Parada Lic. Rodolfo Payes.				
Implementado por	SJSRP – Justicia				
Directed to (Grupo Objetivo)	Auxiliares fiscales de investigación, litigio de San Marcos, Quetzaltenango, Tecún Umán.				
Fecha de Inicio	10 de marzo de 2015	Fecha de terminación	13 de marzo de 2015	No. de hrs efectivas de capacitación	24 horas
Número de personas capacitadas	Mujeres		Hombres	Total	
	6 (26%)		17 (74%)	23 (100%)	
Lugar	Quetzaltenango				

Objetivo y alcance de la actividad

Discutir, coordinar y mejorar la intervención de los Fiscales del Ministerio Público en un proceso oral por audiencias en la República de Guatemala. Específicamente en las fiscalías que intervienen en las actividades del Juzgado de Paz de apoyo a la Fuerza de Tarea del municipio de Tecún Umán.

⁵ Funcionario Público se define como: Toda persona que ocupe un cargo legislativo, ejecutivo, administrativo o judicial de un Estado parte, ya sea designado o elegido, permanente o temporal, remunerado u honorario, sea cual sea la antigüedad de esa persona en el cargo; ii) toda persona que desempeñe una función pública, incluso para un organismo público o para un empresa pública, o que preste un servicio público, según lo defina el Derecho interno de cada Estado parte, iii) toda persona definida como “funcionario público” en el derecho interno de un Estado parte, “Oficial Gubernamental” o “Servidor Público”, cualquier funcionario o empleado del Estado o de sus entidades, incluidos los que han sido seleccionados, designados o electos para desempeñar actividades o funciones en nombre del Estado, en todos sus niveles jerárquicos”.

Resultados obtenidos

Profesionales auxiliares fiscales, actualizados en estrategias para intervenir en audiencias preliminares y de debate, fortalecidos en la preparación del caso y sus alegatos iniciales, interrogatorio en examen y contra examen, planteamiento de objeciones oportunas, calificadas y fundadas. Así como, en la estructuración estratégica y presentación coherente y persuasiva de las conclusiones para audiencia de debate.

Memoria analítica

La actividad formativa se desarrolló del 10 al 13 de marzo, con la dinámica de presentación de los facilitadores Lic. Rodolfo Payés y Licda. María Antonieta Josa de Parada; posteriormente con la intervención de cada uno de los participantes, después de haber complementado el pre-test de la actividad. Los participantes indicaban la o las expectativas del taller y su utilidad en el quehacer diario de su función.

Se desarrollaron los temas en el orden establecido y conforme a la metodología planteada en el programa general de la actividad, se llevaron a cabo demostraciones de los participantes de los alegatos iniciales o discurso de apertura en donde practicaron la forma de llevar adelante esta primera intervención en la audiencia de debate. Se filmaron algunas intervenciones y posteriormente se visualizaron. La intervención guiada por los facilitadores propicio que los participantes resaltaran los aspectos positivos de cada intervención y los aspectos por mejorar. La construcción conjunta del aprendizaje mediante error y práctica fue provechosa por todos los intervinientes.

Se tomó de base el caso elaborado, precisamente, para las prácticas y que fue construyéndose entre todos los participantes. Para ello, se conformaron equipos de trabajo y cada miembro asumió el rol de acusador y en su caso realizaron contra-examen a los testigos presentados por la fiscalía.

Finalmente se construyeron los alegatos finales y se modelo por parte de la facilitadora, con base al caso, y con la información de los exámenes de testigos, un alegato de cierre o de clausura.

Los resultados fueron positivos y externaron no solo el agradecimiento al proyecto sino también a la señora Fiscal General y a la Unidad de Capacitación del Ministerio Público Fiscal, UNICAP por llevar adelante la actividad formativa.

Lecciones aprendidas (conclusiones y recomendaciones)

CONCLUSIONES:

En términos generales el grupo tiene muy buenas bases y experiencia en litigio, lo que favoreció para reorientar e identificar actuaciones erradas basadas en el acomodamiento de la realidad práctica. Algunos son proactivos, otros no pelean su caso porque consideran que así como el juzgador interpreta las normas así debe actuar.

Se identificaron falencias en la preparación del caso para el debate, aun cuando existen unidades que los auxiliares investigan y litigan, es decir, que no es debido al diseño del modelo de gestión sino más bien a la excesiva carga de trabajo con muy poco personal.

En cuanto al examen de testigos, utilizan el relato aun y cuando el Art. 378 CPP ha derogado esa modalidad y ha sido sustituida por el interrogatorio y contra examen.

En el planteamiento de objeciones, se realizan sin tener una estrategia clara para su calificación y fundamentación.

No realizan alegatos de apertura, sino que dan lectura a la acusación o al auto. De las intervenciones se pudo constatar la falta de coherencia en la exposición y confusión entre la teoría fáctica y jurídica, además de desorganizado.

RECOMENDACIONES:

De ser posible, desarrollar esta actividad de forma conjunta con jueces de la zona, pero con un enfoque de formación interinstitucional con fines de integrar criterios, basados en la Constitución Política, el Proceso Penal y Derecho Comparado.

Elaborar un prontuario de Audiencia de Debate con insumos de todos los intervenientes en la contienda.

Desarrollar cursos de formación en Derecho Probatorio conforme a la práctica o producción de la prueba en el debate, a la luz de los sistemas acusatorios-adversariales.

Llevar a cabo esta actividad de formación en Guatemala, ciudad de Guatemala. Específicamente para la unidad de litigio.

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